

A
SUMMARY

LEADERSHIP STUDIES DOCTORAL
PROGRAMS



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Introduction

Several United States' faith based colleges and universities wish to explore the possibility of formally organizing to offer an international PhD program in Leadership Studies. The specified purpose of this program is to:

The international doctoral program will prepare qualified Christian nationals around the world for higher education leadership in their cultural contexts by offering a Ph.D. degree in leadership studies that is applicable, achievable, affordable, and accredit-able.

Applicable. To the needs of faculty in Christian colleges, universities, and seminaries in international institutions. More and more ministries of education in foreign countries are requiring terminal academic degrees in order for government recognition and approval of colleges, universities, and seminaries. This proposed program addresses this need.

Achievable. Most faculty in these international institutions are not able to leave their home institutions, families, and countries for a three to five year time period to study in the United States. Thus, it is necessary to structure this program in such a way to take the education to them and in such a format that correlates to their present teaching responsibilities.

Affordable. Faculty in most of these international institutions do not have sufficient income or otherwise access to discretionary finances to afford studying in the United States. This program is financially structured in such a way to make it possible for anyone otherwise qualified and accepted to finish the program.

“Accredit-able.” Many international institutions now recognize only US degrees from regionally accredited institutions. This program will be a regionally accredited degree program.

Study Purpose

Leadership studies has emerged as a hot topic with much conversation and debate about what the topic really means. Writers, organizations, and educational institutions all have a voice in the conversation and make their own contributions.

A search of amazon.com using the term leadership and the phrase leadership studies resulted in over 385,000 and 28,000 hits respectively! Writers are fascinated and curious about the phenomena of leadership. In an earlier book on leadership, Hunt described his personal experience with striving to write such a book:

“This book has stretched me. . . . drew me into a wide range of literature outside that traditionally covered in leadership (e.g., philosophy of science, system theory, simulation,

dynamic analysis). Much of this literature is scattered across various sources that are not always easily available”¹

His experience led him to the interdisciplinary nature of the topic and his need to draw on many, what appeared to be, disparate disciplines to develop his synthesis.

Organizations have arisen around this topic of leadership including the International Leadership Association² On their website they have links to over 129 agencies and organizations whose focus is leadership and/or leadership studies.³

Leadership studies as a field of study within educational institutions has risen in interest in formal programming. Gradschools.com⁴ now has a unique topical listing for leadership with a definition that reads: “Graduate programs in leadership involve the ability to influence others positively and garner the changes and actions one desires.” A search of that site indicated that within the United States there are 458 Master’s and Doctoral degrees offered using either online or classroom delivery methods. This number does not reflect the number of undergraduate programs with a leadership focus such as the University of Richmond’s Jepson School of Leadership Studies, The University of Maryland’s James McGregor Burns Academy of Leadership, and Claremont McKenna College’s Kravis Leadership Institute, to name a few.

The purpose of this study is to explore colleges or universities offering doctoral degrees in leadership studies. Underlying research questions included: What themes exist with regard to doctoral degree requirements including:

- Delivery method?
- Governance?
- Degree requirements?
- Curriculum – both conceptual framework and course offerings?

This information will enable the International PhD in Leadership Studies program planners to understand the breadth and depth of leadership studies generally and to factor that understanding into a roadmap for going forward.

Data Collection

A list of possible colleges and universities was compiled and validated from multiple sources including:

¹ Hunt, J. G. (1996). *Leadership: A new synthesis*. Newbury Park, Calif.: Sage Publications. (p. 6)

² <http://www.ila-net.org/>

³ <http://www.ila-net.org/Resources/Links/search.asp?simplesearch=true&AnyName=&submit=Search>

⁴ <http://www.gradschools.com/ListingFunctions/AllSubjects.aspx#L>

- Leadership as a Field of Study blog⁵
- Council for Christian Colleges and University⁶
- Association of Catholic Colleges and Universities⁷
- US News and World Report Colleges – Rankings and Reviews⁸

Each unique entry was reviewed to gather additional information and demographics such as state and faith based affiliation and to determine whether a graduate program in leadership studies was offered.

A number of factors were used to determine whether a degree program was germane to leadership studies. Attachment A includes those colleges and universities with doctoral programs with a leadership studies emphasis. The title was the first and most obvious indicator (e.g. PhD in Leadership Studies). My bias played a part in selection in that I embrace a view of leadership put forth by Lowney founded on the assumptions that a) we are all leaders, b) leadership springs from within, c) leadership is a way of life, and d) leadership is an ongoing process.⁹ I believe that leadership studies, therefore, must broadly consider relevant topics about the individual, organizations, and society. Factored into decision making, resulted in:

- Exclusion of EdD in educational leadership where the emphasis was licensure and/or certification. These are important programs but outside the intended purpose statements as defined for the proposed International Doctoral program and therefore excluded.
- Inclusion of programs that by virtue of their title may not have a clear leadership studies emphasis such as Walden's University's PhD program in Applied Management and Decision Sciences where there is a specialization in leadership and organizational change.
- Inclusion of programs offering PhDs where the focus was organizational development or with more broad societal, cultural, or global emphases.
- Inclusion of PhDs, EdDs (except as noted above), PsyD, DMin, and other doctorates.

⁵ <http://leadershipasafieldofstudy.blogspot.com/2007/11/leadership-in-colleges-and-universities.html>

⁶ <http://www.cccu.org>

⁷ <http://www.accunet.org>

⁸ http://colleges.usnews.rankingsandreviews.com/college/national-search/c_final_tier+o

⁹ Lowney, C. (2003). *Heroic leadership: Best practices from a 450-year-old company that changed the world*. Chicago: Loyola Press, p. 15.

For each doctoral program included, their website was reviewed to collect: brief program description, target audience, degree requirements, delivery methods, and course descriptions. Data collected for each college or university is included as Attachment B.

Results

The starting list of total colleges and universities for consideration was 1762. Of these,

- 363 or ~21% of reviewed colleges or universities had either Master's or doctoral level graduate programs with a leadership studies emphasis.
- Of the 363, 97 or ~27% had doctoral level graduate programs with a leadership studies emphasis.

Geographic Location

34 states have colleges or universities with leadership studies related doctoral programs along with 3 countries outside the United States including Canada, Belgium and the United Kingdom. The largest concentration of doctoral programs is in the Midwest followed by the East, West, South, and South Central:

Midwest = 28 (IA, IL, IN, KY, MI, MN, MO, WI)

East = 20 (DC, DE, MA, MD, NH, NJ, NY, PA)

West = 17 (AZ, CA, CO, NM, WA)

South = 15 (AL, FL, GA, LA, NC, SC, TN, VA)

South Central = 10 (AR, NE, OK, TX)

Summary Data

AL	1	AR	2	AZ	4	CA	7	CO	2	DC	1
DE	1	FL	2	GA	2	IA	3	IL	7	IN	2
KY	1	LA	1	MA	4	MD	2	MI	2	MN	6
MO	1	NC	4	NE	1	NH	2	NJ	2	NM	1
NY	3	OH	4	OK	2	PA	5	SC	1	TN	2
TX	5	VA	2	WA	3	WI	2	XX	1		
CAN	1	BEL	1	UK	3						

Faith Affiliation

41 or 42% of colleges or universities with a doctoral program related to leadership studies specified a faith affiliation. Of these, Catholic and Jesuit, Christian (maybe non-denominational), and Baptist affiliations were greatest in number.

Summary Data

Adrian Dominicans

Adventist

Baptist (5)

Jesuit (4)

Lasallian Christian Brothers

Methodist

Benedictine
 Benedictine Monks of Saint Procopius
 Christian (9, not necessarily Christian Church)
 Churches of Christ
 Diocesan (3)
 Evangelical Free Church of America
 Faith Evangelical Lutheran
 Franciscan

Nazarene
 Non-Denominational (2)
 Presbyterian
 School Sisters of Notre Dame
 Sisters of Charity of Leavenworth
 Sisters of Divine Providence--San Antonio
 Sisters of Saint Agnes
 Sisters of Saint Francis of Assisi
 Wesleyan

Degrees

There are 104 unique doctoral degrees offered by 97 colleges or universities. Doctoral degrees varied both in type (e.g., PhD, EdD, DMin, or other) and title.

- PhD = 60 or 58%
- EdD = 18 or 17%
- DMin = 18 or 17%
- Other = 8 or 8%

Among the 60 PhDs, degrees emphasizing leadership were associated with:

- 23 or 38% - Organization Development, Studies, Behavior, and Organizational Leadership
- 17 or 28% - Leadership or Leadership Studies
- 10 or 17% - Management or Applied Management
- 7 or 12% - Other (Business Administration, Congregational Mission and Leadership, Educational Leadership & OD, Instructional Leadership, Interdisciplinary Studies, Psychology, and Public Policy)
- 3 or 5% - Human Sciences or Human Resources

Among the 18 EdDs, degrees emphasizing leadership were associated with:

- 8 or 44% - Organizational Leadership
- 7 or 39% - Leadership or Executive Leadership
- 3 or 17% - Educational Leadership or Adult Learning and Leadership

Among the 18 DMin, degrees emphasized various facets of leadership including:

- 4 or 22% - Church or Congregational Leadership
- 4 or 22% - Leadership
- 3 or 17% - Urban or Global Leadership
- 3 or 17% - Pastoral Leadership
- 2 or 11% - Leadership Development
- 2 or 11% - Servant Leadership and Strategic Leadership

Among the 8 degrees in the Other category, topics emphasized included: Christian Leadership, Organizational Leadership and Society and Consciousness.

Summary Data PhDs (by title, >1 noted in parentheses)

PhD in Applied Management and Decision Sciences, Leadership and Organizational Change Specialization

PhD in Business Administration with a specialization in Organization and Management Studies

PhD in Congregational Mission and Leadership

PhD in Educational Leadership and Organizational Development

PhD in Human & Organizational Systems

PhD in Human Resource & Leadership Development

PhD in Human Sciences with a specialization in Leadership Studies

PhD in Instructional Leadership for Changing Populations

PhD in Interdisciplinary Studies with a concentration in Ethical & Creative Leadership

PhD in Leadership (2)

PhD in Leadership & Change (2)

PhD in Leadership and Education

PhD in Leadership for the Advancement of Learning and Service

PhD in Leadership, Research, and Policy

PhD in Leadership Studies (10)

PhD in Management

PhD in Management and Organization (3)

PhD in Management with a specialization in Organizational Behavior

PhD in Management with an emphasis in Organizational Behavior and Human Resources

PhD in Management, Learning, and Leadership

PhD in Managerial Leadership in the Information Professions

PhD in Managing Executive Learning, Management and Leadership Development, and Organizational Learning

PhD in Organization and Management (3)

PhD in Organization(al) Development (2)

PhD in Organization Studies (2)

PhD in Organizational Behavior (7)

PhD in Organizational Leadership (6)

PhD in Organizational Learning and Leadership

PhD in Organizational Science

PhD in Psychology with a concentration in Organizational Leadership

PhD in Public Policy with Leadership Policy Emphasis

PhD with concentration in Organization Studies

Summary Data EdDs (by title, >1 noted in parentheses)

EdD in Adult Learning and Leadership

EdD in Educational Leadership for Social Justice
EdD in Educational Leadership, Policy, and Law
EdD in Executive Leadership (2)
EdD in Leadership (2)
EdD in Leadership and Professional Practices
EdD in Leadership Studies
EdD in Leadership, Learning, and Community
EdD in Organization/al Leadership (8)

Summary Data DMin (by title, >1 noted in parentheses)

DMin in Church Leadership
DMin in Congregational Revitalization - Pastor as Leader
DMin in Gallup Strength-based Congregational Leadership
DMin in Global and Contextual Leadership
DMin in Leadership
DMin in Leadership and Ministry
DMin in Leadership Development
DMin in Leading from the Inside Out
DMin in Organic Leadership Development
DMin in Pastoral Leadership
DMin in Pastoral Leadership, Church and Society
DMin in Servant Leadership for Team and Organizational Effectiveness
DMin in Strategic Leadership
DMin in Transformational Leadership for the Global City
DMin in Urban Ministry Leadership
DMin with a concentration in Congregational Leadership
DMin with a concentration in Leadership
DMin with a concentration in Pastoral Leadership, Outreach Leadership, Global Ministry Leadership

Summary Data Other degrees (by title)

Doctor of Arts in Leadership
Doctor of Management in Organizational Leadership
Doctorate in Christian Leadership
Doctorate in Organizational Leadership
Dprof in Organizational Leadership
PsyD in Individual, Organizational, and Community Transformation: Society and Consciousness

Organizational Placement

Organizational placement refers to the degree granting school or college within the institution.
Note: None identified indicates the College or School was not readily apparent within material available on website.

24 or 23% - **Education:** College of Education (2); College of Education and Human Development (2); College of Education and Leadership; College of Education and Organizational Leadership; College of Education in collaboration with the College of Business; Division of Education; Education Programs; School of Education (9); School of Education and Human Development; School of Education and Human Services; School of Education and Psychology; School of Education, Department of Organization and Leadership; School of Education_Instructional Support Department; Graduate School of Education and Human Development

14 or 13% - **Business:** Business School; Business School, Department of Management and Global Business (2); Business School_Center for Leadership Studies; College of Business (3); College of Business and Management (2); School of Business (3); School of Business and Leadership; School of Business and Technology

11 or 11% - **Management:** College of Management; College of Management and Technology; Management School; School of Management (8)

11 or 11% - **Graduate and Professional Studies:** College of Adult and Professional Studies; College of Graduate and Professional Studies; College of Graduate Studies; Graduate and Continuing Studies; Graduate and Professional Studies; School of Graduate Studies (2); Office of Interdisciplinary Studies in the College for Graduate and Professional Studies; School of Professional Studies; The Graduate School (2)

8 or 8% - **Ministries:** Christian Ministries; Department of Global Ministry; Ministry Leadership

6 or 6% - **Theology, Seminary or Divinity School:** College of Practical Theology; School of Theology, Theological Seminary (2); Seminary; Divinity School

5 or 5% - **Leadership:** Graduate School of Leadership; School of Global Leadership and Entrepreneurship; School of Leadership; School of Leadership and Education Sciences; Department of Agricultural Leadership, Education, and Communication

3 or 3% - **Liberal Studies:** College of Continuing Education, College of Liberal Studies; College of Liberal Arts and Sciences; School of Arts and Professions

3 or 3% - **Psychology:** College of Psychology and Behavioral Sciences; Department of Psychology; Departments of Psychology and Sociology together with the Business School

3 or 3% - **Other:** School of Human and Organizational Systems; School of Human Resource Education and Workforce Development; School of Information

16 or 15% - *None Identified*

Participation

75 or 77% specify Individual; 22 or 23% specify cohort participation.

Delivery and Delivery Format

- 68 Or 70% - Classroom as predominant delivery mechanism, may offer a few courses online.
- 18 or 19% - Blended (e.g., online and/or classroom)
- 11 or 11% deliver courses online or via distance learning technologies

Four observations:

- Flexibility – a number of the colleges/universities tagged as blended offer students a choice between online/distance learning and/or classroom.
- Scheduling to support working adults. Examples include: night classes, weekend classes, weekend intensives with classes held Friday night through Sunday, block scheduling where the focus is on one class, two concurrent weeks, summer only programs, etc.
- Student activities augmented via use of electronic mail and online collaborative tools such as Blackboard.
- Online programs augmented student experience with programs such as assigned coaches and mentors, regional learning groups, fzf residencies, etc.

Degree Requirements

General Requirements for doctoral degrees included:

- Credit hour requirement – number of specified credits ranged from 40 to 120.
- Required Core Classes
- Required Elective or Specialization Classes
- Candidacy – either qualifying/comprehensive exams; research paper; or application with review and approval by faculty.
- Dissertation or Project (DMin)

Some degrees included requirements for:

- Orientation
- Annual conferences and/or fzf activity

- Regional learning group participation
- International travel
- Residency
- Teaching Practicum

Curriculum Summary

The required and elective courses were dumped into *.xls and analyzed for broad themes, then further analyzed within those themes. In general, core courses within a topic are listed first followed by a topical arrangement of other elective, specialization, or concentration courses. Major themes included: (1) Leadership and Leadership Studies; (2) Organizational Studies; (3) Interpersonal Behaviors: Team and Group Dynamics; (4) Communication; (5) Culture, Global Society, and Policy; (6) Ethics; (7) Research; (8) Dissertation, and (9) other special topics.

Leadership and Leadership Studies

Core requirements were dependent on emphasis of program.

Leadership Theory

Electives, Concentration, or Specialization Courses

Adult/Human Development: Adult Development; Cognitive development; Moral Development; Cross cultural developmental psychology; Emerging Perspectives on Learning and Development; Human Development and Consciousness; Moral Development; Personality Theory; The Making of a Leader: Understanding Life Processes; Theories of Adult Learning

Adult Learning (see also leadership development): Adult learning and education: theory and practice; critical theory and adult learning; Developing and managing adult learning programs; e-learning theory and practice; Fostering transformative learning; Foundations of Human and Organizational Learning; Facilitating adult learning; Human Learning & Motivation; Imagination, authenticity, and individuation in transformative learning; How adults learn; Leadership for Adult Development; Learning and Development; Learning design and evaluation; Learning Theory: Evolution and Influences; Live Long Leadership Development Plan

Arts and Creativity: Arts and Learning; Creativity and Innovation in Ministry Leadership; Leadership and the Creative Imagination; Leadership and Arts Based Understanding; Leadership and Creativity; Leadership, Aesthetics, and Creativity; The Creative Process; Transformation Through the Arts

Case Studies in Leadership: Classic Figures in Leadership; Leadership of Jesus in the Gospels; Leadership: Lincoln as a Leader; US Presidents as Leaders

Critical Thinking and Decision Making: Analysis of Decision Making; Behavioral Decision Making; Creative and Critical Thinking; Creative Problem Solving; Critical Inquiry; Critical Thinking and Problem Analysis for Leaders; Leadership and Decision Making; Leadership Dynamics and Data Driven Decision Making

Dark Side of Leadership: Overcoming the Dark Side of Leadership; Understanding Toxic Leadership; Leadership and Self Deception; Significance Theory Research (leadership failures and success)

Discipleship: Discipling Men for Godly leadership in the church; How to Develop and Utilize Pastoral Mentoring and Discipling skills

Diversity and Gender: Gender Issues in Leadership; Leadership and Diversity; Portraits of Women and Leadership; Transformative Leadership in Diverse Learning Communities

Forms of Leadership: Art and Practice of Leadership; Biblical Leadership; Biblical Servant Leadership; Classical Leadership; Collaborative Leadership; Corporate Leadership; Dimensions of Leadership; Dimensions of Leading to Serve; Diversity and Cultural Leadership; Entrepreneurial Leader as Pioneer; Environmental Leadership; Executive Leadership; Leading to Serve; Followership; Political Leadership; Presidential Leadership; Strategic Leadership; Strength Based Leadership; Servant Leadership; The Servant Leader and Followers; Visionary Leadership

Global Leadership; Leadership Development in the Urban Context; Leadership for the Future

Historical/Interdisciplinary perspectives: Historical Leadership Theories; Leadership & Religious Studies; Leadership and Economics; Leadership and History; Leadership and Literature; Leadership and Philosophy; Leadership and Psychology; Leadership and Sociology; Leadership, Christian History, and Baptist Identity; Leadership: Historical and Contemporary Perspectives; Philosophy, Psychology and Social Practice

Individual Characteristics: Influence, Motivation, and Persuasion in the Workplace; Leadership and Resilience; Leadership, Discernment, and Vocation; Motivation and Attitudes; Personal Well being and Ministry Effectiveness; Theory and Development of Motivation; Power and Informal Leadership

Intelligence: Cultural intelligence, Emotional Intelligence, Social Intelligence

Leadership Development: Developing critical thinkers; Developing effective leadership skills; Developing Emotional Intelligence; Developing Leader Capacity; Developing Leadership Capacity in Organizations and Communities; Developing leadership within the organization; Developing the Leader Within; Development, Transformation, and Change; Global Executive/Manager Development; Introduction to Organic Leadership Development; Leadership and Personal

Development; Leadership and Professional Development; Mentoring & Coaching: Leadership Development

Leadership Theory and Topics: Advanced Leadership Theory; Critical Analysis of Leadership; Critical and Emerging Paradigms of Leadership; Foundations of Leadership; Issues in Leadership Foundations; Issues in Leadership Theory; Leadership Theory: Evolution and Influences

Ministry: Developing a Biblically Grounded Ministry; Developing a Culturally Sensitive Ministry; Developing a Devotionally Shaped Ministry; Ministry Leadership for the 21st Century

Spirituality, Spiritual Formation and Spiritual Growth: Engaged Christian Leadership of Spiritual Practices; Foundations for Spiritual Knowing and Acting; History of Christian Spirituality & Praxis; Leadership and Spirituality; Bible Centered Leadership & Spiritual Growth; Leadership, Spirituality, and Mission; Increasing Your Anointing; Leading Individuals/Small Groups to Spiritual Growth; Leadership: Women and Spirituality; Leading congregations to Spiritual Growth; Longing, Spiritual Formation and the Disciplines; Pastoral Identity, Leadership, and the Spiritual Life; Resources for Leading People to Spiritual Growth; Spiritual Commitment and Discipleship; Spiritual Leadership; Spiritual Retreating; Teaching Spiritual Development from the Psalms

Ways of Knowing; InterPsychical/Intersubjectivity: Communion With God; Consciousness and Experience; Constructing Meaning; Constructive Theology and Ministry; Culture and Subjectivity; Ways of Knowing; Integrating Theology and Ministry; Leading from the Inside Out: The Art of Self Leadership; The Art and Discipline of Finishing Well; The Servant Leader & the Inner Life;

Organizational Studies

Organizational Theory and Behavior

Electives, Concentration, or Specialization Courses

Assessment and Measurement: Advanced program Evaluation; Assessment and Evaluation; Development and Evaluation of Organizational Policies and Programs; Measurement, Testing, and Assessment; Organizational Effectiveness; Performance Measurement and control; Organizational Health; Program Assessment and Evaluation; Program development: assessing; learning needs and evaluating outcomes; Program Evaluation and Policy Analysis; Theory & Design for Organization Diagnosis and Development

Change and Innovation: Change; Change and Conflict Management; Innovation; Leadership and Change; Leadership Issues in Technology and Organizational Change; Leadership: Change and Entrepreneurship; Leading and Change; Leading Organizational Change; Leading the New Organization; Leading Through and Beyond Change; Leading/Facilitating Change; Managing Change in Organizations; Meaning & Guiding the Process of Change; Model of Organizational

Change and Development; Organizational Change and Design; Organizational Change and Transformation; Systemic Organizational Change; Systems Change and Transformative Practices; Change, Innovation, and Entrepreneurship

Church: Building a church that changes people; Church Leadership; Church Organizations; Rethinking the Successful Church

Complexity and Systems Theory: Complexity and Organizational Leadership; contemporary Systems Management; Leadership and Complex Organizations; Leadership Excellence in complex Organizations; Integral Organizational Leadership Systems

Culture: Diversity and Culture in the Workplace; Leadership Organization, Culture, and Change; Leadership and Organizational Cultures; Leadership: Organizational Landscapes; organizational Analysis: Culture, Theory and Change Strategies; Organizations and Environments

Governance: Organizational Governance and Accountability; Organization Structure and Design

Historical Perspectives: Environmental Trends: Evolution of OD; Historical perspective of Organizational Leadership; History and Philosophy of Organizations

Leadership: Dimensions of Leading the Learning Organization; Inter-Organizational Leadership; Organizational Leadership; Leadership for large churches; Leadership in Multi-National Organizations; Leading Values Driven Organizations; Progressions in Leadership Thought; Systematic Leadership

Learning Organizations: Leadership in Learning Organizations; Leading a Learning Organization; Leading Learning for Organizational Sustainability; Organizational and Adult Learning; Organizational Learning; The Learning Organization

Methods: AI and Strength Based Change; Appreciative Inquiry; Leadership and Appreciative Inquiry; Small Group Intervention: Theory and Method; Large Group Interventions

Politics: Politics and Organizations; Politics, Organizations, and Leaders;

Organization Theory and Development: Administrative Theory; Advanced Organizational theory; Advanced Topics: Views of OD; Leadership and Organizational Development; Macro-Organizational Theory; Principles of Organization Theory and Practice; Problems and Challenges in Organizational Management

Strategic Planning: Advanced Strategic Planning; Entrepreneurial Operations Strategy; Leadership: Strategies and Processes; Moving Toward the Future: Successful Strategic Action Plans; Organizational Planning; Planning and Futures; Scenario Planning and Game Theory;

Strategic Planning & Ministry Contexts; Strategic Planning and Change; Vision: Synergy and Synthesis

Interpersonal Behaviors: Team/Group Dynamics and Managing Conflict

Organizational Behavior

Electives, Concentration, or Specialization Courses

Coaching and Mentoring: Leader as Coach; Leadership and Mentoring; Leadership as coaching/mentoring; Leading and Coaching Others; Strategic Mentoring and Coaching

Conflict Management: Conflict and Cooperation; Conflict Management and Negotiation; Conflict Resolution and Mediation; Basic practicum in conflict resolution; Group Processes and Conflict; Managing Organizational Conflict; Leading in Community, People, Problem Solving and Conflict; Theological Leadership in Addressing Change and Conflict

Human Resource Development: Foundations of Human Resource Development; Human Behaviors and Relations; Human Resource & Organizational Community

Group Dynamics: Dynamics of Small groups; Group and Interpersonal Analysis; Group Dynamics
Group dynamics: a systems perspective; Groups and Teams in Organizations; Interactive Behavior in Small groups; Small Group Processes

Interpersonal Behavior: Micro-Organization Behavior; Micro-Organization Theory

Leadership: Empowering the people you lead

Organization Behavior: Behavior in Organizational Systems; Building Organizational Capacity; Models of Organizational Behavior; Organization Behavior; Organizational dynamics and theory; Principles of Organizational and Social Systems; Social Processes in Organizations; Social Psychologies; Psychological aspects of organizations

Social Networks, Social Capital: Social Network Analysis: Network Analysis of formal and Informal Organizations; Social Norms

Teams: Building Dynamic Teams; Equipping and Team Building; High Performance Teams; Leading and Building Teams; Team Building; The Servant Leader & Team Effectiveness; Work Groups and Teams in Organizations

Communication

Electives, Concentration, or Specialization Courses

Communication: Communication Theory; Communication Strategies; Cornerstones of Communication; Cross-Cultural Communications for a New World; Organizational Communication; Communication and Decision Making in the Real and Virtual Environment: Leaders as Guide; Organizational Communication; Organizational Communication and Personal Power; Political communication; Small Group Communication Theory

Dialogue: Art and Practice of Dialogue

Interpersonal: Interpersonal and Organizational Communication; Interpersonal Communication Theory; Interpersonal effectiveness; Interpersonal Processes

Language: Language and Intercultural Communication for Changing Populations; Leadership, Language and Culture; Learning, Language and the Brain; Linguistic and Cultural Diversity

Leadership: Leadership and Communication; Leadership and Communication Theory; Leadership Communication in Organizations; Oral communication for leaders; Written communication for Leaders

Culture, Global Society, and Policy

Global Systems and Policy Analysis

Global Leadership

Electives, Concentration, or Specialization Courses

Advocacy and Public Policy: Advocacy and Public Policy; Agenda Setting and Policy formation; Law and Policy; International Leadership and Policy Development; Leadership, Advocacy, and Policy Development; Leadership: Policy Analysis; Institutional Policy; Organizational Policy Analysis and change; Policy Analysis and Organizational change; Policy Development; Policy, Planning, and Change; Public Policy; Policy Analysis and Education; Policy and Leadership; Policy Systems/Analysis, Evaluation, and Implementation; Policy, Values, and Partnership; Public Policy & Public Action; Shaping Policies and Practice; Transforming the Public Agenda

Church and Theology: Church and Society; Church in Community Development; Biblical and Theological Foundations for the Missional Church; Biblical, Historical, and Theological Foundations for Ministry; Contemporary Christian Issues from the Corinthian Church; Contemporary Leadership for Emerging Global Church; Contemporary Theological Issues and Movements; Methods and programs for church outreach; Ministries for Working with at Risk Youth; Mobilizing a church to reach its community; Nature and Mission of the Church; Pastoral Leadership in context; Prophetic Themes that impact the church today; Spiritual Leadership in Christian Ministry Contexts; Theological Foundations for Contemporary Ministry; Theological Reflection on Ministry in Context; Theology of Urban Youth Ministry; Studying congregations in

Communities in Context; The Church in the City; The Gospel and Cultures; The Missional Church; The Missional Church In Context

Collaboration and Partnerships: Collaborative Leadership and Partnership; Community Resources (partnerships); Federal, State, and Local Governmental Relations; Integrated Delivery of Services; Leadership for Strategic Partnerships; Partnerships and Collaborative Initiatives

Culture and Diversity: Adolescent Development & Youth Culture; Contemporary Issues in Contemporary Social Trends; Cultural Diversity; Cross Cultural Contexts; Cultural Diversity; Cultural Leadership and Social Learning through the Arts; Cultural Topography Evolution and Development of Economics and Sciences; Cultural/Global Dimensions; Developing a Contextual Missiology; Emerging Movements; Engaging Difference; Intercultural Leadership; Leadership in a Diverse World; Leading Across Cultures; Shaping a ministry to world cultures; Structural Inequality & Diversity

Environmental Analysis: Environmental trends - evolution; Environmental trends – global; Global Economic Drivers

Global: Global Studies; Global Perspectives in Leadership; Issues on the Frontier of the Global Economy; Leadership in the Global Economy and Society; Leadership In the Global Society; Organizational Leadership and Globalization; Principles of Societal Development; Virtual Leadership in a Global Setting; Strategic Leadership and Management of Global Change; Leading the Global Enterprise System

Politics: Leadership and Nature of Politics; Leadership: Political Structures and Governance; Political Dimensions of Leadership

Social Analysis, Social Change, and Social Justice: Leadership and Social Justice; Leadership for Social Change; Leadership for Social Movements; Leadership, Justice and Servant hood; Leadership, Learning, and Social Justice; Leadership: Diversity and Social Justice in Complex and Global Organizations; Leadership, Forgiveness & Restorative Justice; Social Analysis; Social Change; Social Change Processes and Organizations; Social Context for Leadership in Democratic Society; Social Critiques; Social Exchange, Social Networks, & Social Capital; Societal and Economic Transformation; Theories of Societal Development; Family, Community, & Human Service Delivery

Ethics

Ethical Dimensions and Dilemmas: Moral and Ethical Leadership

Electives, Concentration, or Specialization Courses

Applied Ethics and Leadership

Classical Ethics and Leadership

Decision Making: Moral and Ethical Foundations for Decision Making
Environmental Ethics: Eco Ethics and Leadership
Feminist Ethics: Feminist Ethics and Leadership
Legal Aspects: Law, Ethics, and Decision Making; Legal and Ethical Aspects of Organizations;
Legal and Ethical Issues in Policy Making
Pastoral ethics: Pastoral Ethics and Integrity in ministry
Social Aspects: Ethics and Social Justice or Social Responsibility or Social Issues; Ethical
Leadership and Advocacy; Ethical Leadership and Democratic Values in a Multicultural Society

Research

Principles of Research or Research Methods, Design, and Analysis; Philosophy of Science;
Epistemologies of Scholar Practitioner Approaches
Qualitative Research Methods and Data Analysis
Quantitative Research Methods and Data Analysis

Electives, Concentration, or Specialization Courses

Analysis: Thematic Analysis; Understanding and Interpreting Data

Mixed Methods Research

Qualitative Research Methods: Ethnography; Focus Group Methodology; Foundation of Case
Study Research; Historical Research; Interview Research; Phenomenology; Solution Oriented
Business Research Methods

Quantitative Research Methods: Experimental Research Design; Instrument Design and Analysis;
Multiple Regression Analysis; Multivariate Analysis; Survey Research

Statistical Analysis: Statistical Analysis I, II; Statistical Methods, Applications and Interpretations;
Statistical Research Techniques

Writing: Introduction to Academic Study and Writing; Graduate Writing for ESL/EFL Learners;
Research and Writing for Graduate Learners; Seminar in Writing; Writing for Funding; Writing
for Publication

Dissertation

Proposal Development: Proposal Research; Methods and Literature Review; Scholarship and
Dissertation Framework

Proposal Defense

Dissertation

Other special topics

(all Electives, Concentration, or Specialization Courses)

Leadership and Consulting: Advanced Management Consulting; Consulting Practice; Consulting Skills in Human and Organizational Learning; Organizational Consultation; Organizational Theory & Diagnosis: Leaders as Consultants and Change Agents

Project Management: Advances in Project Execution; Project and Change Management

Technology: Aesthetics of technology; Impact of Technology on Organizations; Information Technology as a Leadership Tool; Social and communicative aspects of the internet; Technology Trends in Institutional Leadership; Telecommunications and distance learning

Attachment A University List_Doctoral Programs

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other doctorate	Certificate
1	Adonai International Christian University	http://www.adonaiuniversity.net/	NC	Christian	MCL in Christian Leadership MA in Christian Leadership DCL in Christian Leadership	1				1					1	
2	Alabama State University	http://www.alasu.edu/	AL		EdD in Educational Leadership, Policy, and Law								1			
3	Alliant University	http://www.alliant.edu/	CA		MA in Organizational Behavior PhD in Leadership Studies	1						1				
4	Alvernia College	http://www.alvernia.edu	PA	Franciscan	MALS with a concentration in Liberal Studies (Community Leadership) PhD in Leadership	1						1				
5	Andrews University	http://www.andrews.edu	MI	Adventist	MA, EdD, PhD in Leadership	1						1	1			
6	Antioch University	http://www.antioch.edu	OH		PhD in Leadership and Change							1				
7	Argosy University	http://www.argosy.edu/	IL		EdD in Organizational Leadership								1			
8	Bakke Graduate University	http://www.bgu.edu	WA	Christian	DMin in Transformational Leadership for the Global City									1		
9	Baptist Bible College and Seminary	http://www.bbc.edu	PA	Baptist	MMin, MDiv with a concentration in pastoral leadership DMin with a concentration in Pastoral Leadership, Outreach Leadership, Global Ministry Leadership					1	1			1		
10	Barry University	http://www.barry.edu	FL	Adrian Dominicans	PhD in Leadership and Education							1				

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other	doctorate	Certificate
11	Benedictine University	http://www.ben.edu	IL	Benedictine Monks of Saint Procopius	MBA/MS in Management and Organizational Behavior MEd/MS in Management and Organizational Behavior MS in Management and Organizational Behavior (M.S.M.O.B.) PhD in Organization Development		1		1	1		1					
12	Bethel Seminary - San Diego, St. Paul	http://seminary.bethel.edu/programs/bssp/	MN	Baptist	MA in Community Ministry Leadership MA in Transformational Leadership Certificate in Community Ministry Leadership DMin in Church Leadership DMin in Global and Contextual Leadership DMin in Gallup Strength-based Congregational Leadership DMin in Urban Ministry Leadership DMin in Servant Leadership for Team and Organizational Effectiveness DMin in Organic Leadership Development DMin in Leading from the Inside Out	2								6			1
13	Boston College	http://www.bc.edu	MA	Jesuit	PhD in Organization Studies							1					
14	Bowling Green State University	http://www.bgsu.edu	OH		Masters in Organizational Development EdD in Leadership Studies					1			1				
15	Campbell University	http://www.campbell.edu	NC	NonDenom	DMin with concentration in Congregational Leadership									1			
16	Capella University	http://www.capella.edu	MN		MS, PhD in Organization and Management - Leadership MS in Organizational Development		1					1					
17	Cardinal Stritch University	http://www.stritch.edu	WI	Sisters of Saint	EdD, PhD in Leadership for the Advancement of Learning and Service							1				1	

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other	doctorate	Certificate
				Francis of Assisi													
18	Carnegie Mellon University	http://www.cmu.edu	PA		PhD in Organizational Behavior and Theory							1					
19	Case Western Reserve University	http://www.cwru.edu	OH		PhD in Organizational Behavior							1					
20	Christian Leadership University	http://cluonline.com	NY	NonDenom	DCL Christian Leadership										1		
21	College of Notre Dame of Maryland	http://www.ndm.edu	MD	School Sisters of Notre Dame	PhD in Instructional Leadership for Changing Populations							1					
22	Columbia International University	http://www.ciu.edu	SC	Christian	DMin with a concentration in Leadership									1			
23	Cranfield University (U.K.)	http://www.cranfield.ac.uk	UK		PhD in Managing Executive Learning, Management and Leadership Development, and Organizational Learning							1					
24	Dallas Baptist University	http://www.dbu.edu	TX	Baptist	PhD in Leadership Studies							1					
25	Eastern University	http://www.eastern.edu	PA	American Baptist Church	MA in Organizational Leadership PhD in Organizational Leadership	1						1					
26	Faith Evangelical Seminary	http://www.faithseminary.edu	WA	Faith Evangelical Lutheran	MACM in Global Leadership DMin in Strategic Leadership	1								1			
27	Fielding Graduate University - Online	http://www.fielding.edu			EdD in Educational Leadership & Change PhD in Human & Organizational Systems MA in Organization Management and Development	2						1	1				

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other	doctorate	Certificate
					MA in Collaborative Educational Leadership												
28	Franklin Pierce University	http://www.franklinpierce.edu	NH		MBA in Leadership Doctor of Arts in Leadership				1							1	
29	Gannon University	http://www.gannon.edu	PA	Diocesan	PhD in Organizational Learning and Leadership MPA in Organizational Leadership Graduate Certificate in Organizational Leadership					1		1					1
30	George Washington University	http://www.gwu.edu	DC		Graduate Certificate in Public Leadership EdD in Executive Leadership MA & Graduate Certificate in Organizational Management Graduate Certificate in Organizational Learning and Change	1							1				1
31	Gonzaga University	http://www.gonzaga.edu	WA	Jesuit	MA in Communication and Leadership MA in Leadership and Administration MA in Organizational Leadership PhD in Leadership Studies	3						1					
32	Grand Canyon University	http://www.gcu.edu		Christian	MBA in Leadership MS in Leadership EdD in Organizational Leadership		1		1				1				
33	Harvard University	http://www.harvard.edu	MA		PhD in Organizational Behavior							1					
34	Indiana Wesleyan University	http://www.indwes.edu	IN	Wesleyan	EdD in Organizational Leadership								1				
35	Lancaster University (U.K.)	http://www.lancs.ac.uk	UK		MSC in Information Technology, Management, & Organizational Change MA, PhD in Management, Learning, and Leadership MA in Leadership for Sustainability	2				1		1					

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other	doctorate	Certificate
36	Lincoln Christian College & Seminary	http://www.lccs.edu	IL	Christian	MA in Organizational Leadership DMin in Leadership	1								1			
37	Lincoln Memorial University	http://www.lmunet.edu	TN		EdD in Executive Leadership								1				
38	Louisiana State University--Baton Rouge	http://www.lsu.edu	LA		PhD in Human Resource & Leadership Development							1					
39	Loyola Marymount University	http://www.lmu.edu	CA	Jesuit	EdD in Educational Leadership for Social Justice MS in Systems Engineering and Leadership		1						1				
40	Luther Seminary	http://www.luthersem.edu	MN	Christian	DMin, PhD in Congregational Mission and Leadership							1		1			
41	Maharishi University of Management	http://www.mum.edu	IA		PhD in Management							1					
42	Marian University	http://www.marianuniversity.edu	WI	Sisters of Saint Agnes	MS in Organizational Leadership and Quality PhD in Leadership Studies		1					1					
43	Massachusetts Institute of Technology	http://web.mit.edu/	MA		PhD with concentration in Organization Studies							1					
44	Michigan State University	http://www.msu.edu	MI		Masters, PhD in Gender, Justice, and Environmental Change Masters in Organizational and Community Practice PhD in Organizational Behavior					2		2					
45	New Mexico State University	http://www.nmsu.edu/	NM		PhD in Management with a specialization in Organizational Behavior							1					
46	North Carolina A&T State University	http://www.ncat.edu	NC		PhD in Leadership Studies							1					
47	North Central University	http://www.ncu.edu	AZ		MBA, Med, DBA, PhD in Organizational Leadership				1	1		1			1		

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other	doctorate	Certificate
48	Northwestern University	http://www.northwestern.edu	IL		Masters in Management and Organization with concentration in Leadership MS in Learning and Organizational Change PhD in Management and Organization		1			1		1					
49	Nova Southeastern University	http://www.nova.edu	FL		MS in Leadership EdD in Organizational Leadership		1						1				
50	Our Lady of the Lake University	http://www.ollusa.edu	TX	Sisters of Divine Providence --San Antonio	MS in Organizational Leadership PhD in Leadership Studies		1					1					
51	Pepperdine University	http://www.pepperdine.edu	CA	Churches of Christ	MS in Organization and Leadership EdD in Organizational Leadership MS in Organization Development		2						1				
52	Phillips Theological Seminary	http://www.ptstulsa.edu	OK	Christian Church	DMin in Pastoral Leadership, Church and Society									1			
53	Plymouth State University	http://www.plymouth.edu	NH		Certificate in Organizational Approaches to Transformation and Healing EdD in Leadership, Learning, and Community								1				1
54	Reformed Theological Seminary	http://www.rts.edu		Christian	DMin in Leadership Development									1			
55	Regent University	http://www.regent.edu	VA	Christian	MA, PhD in Organizational Leadership Doctor of Strategic Leadership MA in Strategic Foresight Graduate Certificate in Leadership	2						1				1	1
56	Rutgers the State University of New Jersey--New	http://nb.rutgers.edu/	NJ		PhD in Organization Management							1					

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	Ed.D	Dmin	Other	doctorate	Certificate
	Brunswick																
57	Rutgers the State University of New Jersey—Newark	http://www.newark.rutgers.edu/campusstatus/	NJ		PhD in Organization Management							1					
58	Shenandoah University	http://www.su.edu	VA	Methodist	DProf in Organizational Leadership										1		
59	Simmons College	http://www.simmons.edu	MA		PhD in Managerial Leadership in the Information Professions							1					
60	Southwestern Baptist Theological Seminary	http://www.swbts.edu	TX	Baptist	DMin in Pastoral Leadership									1			
61	Springfield College	http://www.sci.edu	IL	Benedictine	MS in Management and Organizational Development PhD in Organizational Development		1					1					
62	St. Mary's University of Minnesota	http://www.smumn.edu	MN	Lasallian Christian Brothers	MA in Organizational Leadership EdD in Leadership	1							1				
63	Stanford University	http://www.stanford.edu	CA		PhD in Organizational Behavior MA in Policy, Organization, and Leadership Studies PhD in Organization Studies	1						2					
64	SUNY—Binghamton	http://www.binghamton.edu	NY		PhD in Organizational Behavior/Leadership							1					
65	Teacher's College (Columbia University)	http://www.tc.columbia.edu	IN		MA, EdM or EdD in Adult Learning and Leadership	1							2				
66	The Chicago School of Professional Psychology	http://www.thechicagoschool.edu/	IL		PhD in Organizational Leadership							1					
67	Thierry Graduate School of Leadership	http://www.thierryschool.org	BEL		PhD in Leadership & Change MA in Leadership	1						1					
68	Trevecca Nazarene University	http://www.trevecca.edu	TN	Nazarene	EdD in Leadership and Professional Practices								1				

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other	doctorate	Certificate
69	Trinity Evangelical Divinity School	http://www.tiu.edu/divinity/	IL	Evangelical Free Church of America	DMin in Leadership and Ministry									1			
70	Union Institute and University	http://www.tui.edu	OH		MA in Leadership, Public Policy, & Social Issues PhD in Interdisciplinary Studies with a concentration in Ethical & Creative Leadership	1						1					
71	University at Buffalo—SUNY	http://www.buffalo.edu	NY		PhD in Management with an emphasis in Organizational Behavior and Human Resources							1					
72	University of Arizona	http://www.arizona.edu	AZ		MA, PhD in Management and Organizations	1						1					
73	University of Arkansas	http://www.uark.edu	AR		PhD in Public Policy with Leadership Policy Emphasis							1					
74	University of Central Arkansas	http://www.uca.edu	AR		PhD in Leadership Studies							1					
75	University of Colorado--Colorado Springs	http://www.uccs.edu	CO		Ph.D. in Leadership, Research, and Policy							1					
76	University of Dubuque	http://www.dbq.edu	DIA	Presbyterian	DMin in Congregational Revitalization - Pastor as Leader									1			
77	University of Exeter (U.K.)	http://www.exeter.ac.uk	UK		MA, PhD in Leadership Studies MBA, MRES in Leadership	1			1	1		1					
78	University of Iowa	http://www.uiowa.edu	IA		MBA, PhD in Management and Organizations				1			1					
79	University of La Verne	http://www.ulv.edu/	CA		MS in Leadership and Management EdD in Organizational Leadership		1					1					
80	University of Louisville	http://www.louisville.edu/	KY		EdD, PhD in Educational Leadership and Organizational Development							1	1				

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other	doctorate	Certificate
81	University of Maryland--Eastern Shore	http://www.umes.edu	MD		PhD in Organizational Leadership							1					
82	University of Nebraska—Lincoln	http://www.unl.edu	NE		Ph.D. in Human Sciences with a specialization in Leadership Studies EdD in Leadership Studies							1	1				
83	University of North Carolina—Charlotte	http://www.uncc.edu/	NC		PhD in Organizational Science							1					
84	University of Oklahoma	http://www.ou.edu	OK		Doctorate in Organizational Leadership											1	
85	University of Phoenix	http://www.phoenix.edu	AZ		Doctor of Management in Organizational Leadership											1	
86	University of San Diego	http://www.sandiego.edu	CA	Diocesan	MS in Executive Leadership MA in Leadership Studies MS in Global Leadership MA in Nonprofit leadership and Management PhD in Leadership Studies	2	2					1					
87	University of San Francisco	http://www.usfca.edu	CA	Jesuit	Masters in Organization Development EdD in Organization Leadership					1			1				
88	University of St. Thomas	http://www.stthomas.edu/	MN	Diocesan	Doctorate in Leadership Doctorate in Organization Development MA in Human Resource and Change Leadership	1										2	
89	University of Texas--San Antonio	http://www.utsa.edu	TX		PhD in Business Administration with a specialization in Organization and Management Studies							1					
90	University of the Incarnate Word	http://www.uiw.edu	TX	Sisters of Charity of Leavenworth	MA, MEd in Organizational Leadership PhD in Organizational Leadership	1				1		1					

	College/University	Website	State	Affiliation	Degree Title	MA	MS	MOL	MBA	Other Masters	Mdiv	PhD	ED.D	Dmin	Other doctorate	Certificate
91	University of the Rockies	http://www.rockies.edu/	CO		MA, PhD in Psychology with a concentration in Organizational Leadership	1									1	
92	University of Victoria	http://www.uvic.ca	CAN		MEd, MA, PhD in Leadership Studies	1				1		1				
93	University of West Georgia	http://www.westga.edu	GA		PsyD in Individual, Organizational, and Community Transformation: Society and Consciousness										1	
94	Valdosta State University	http://www.valdosta.edu	GA		MEd in Leadership EdD in Leadership					1			1			
95	Walden University	http://www.waldenu.edu/	MN		MS in LeadershipMS in Nonprofit Management & Leadership PhD in Applied Management and Decision Sciences, Leadership and Organizational Change Specialization		2					1				
96	Washington University in St. Louis	http://www.wustl.edu	MO		PhD in Organizational Behavior							1				
97	Wilmington University	http://www.wilmu.edu	DE		MS, EdD in Organizational Leadership		1						1			

Attachment B Each College or University Doctoral Program Data Collection

<Not included in the short version>